



# MINDFUL CARE MEANINGFUL LIVING





## ON THE COVER

THIS WOOD SCULPTURE IS FROM THE ORIGINAL US NAVAL HOME, PHILADELPHIA (EST. 1834). WHEN THE HOME MOVED TO GULFPORT IN 1976, THE EAGLE DID NOT MAKE THE JOURNEY. BY 2010 THE NEW AFRH-GULFPORT OPENED, AND THE EAGLE FOUND ITS WAY BACK HOME, RESTORED TO ITS ORIGINAL SPLENDOR. IT NOW STANDS IN THE LOBBY TO SERVE AS A CONSTANT REMINDER OF THE DEBT WE OWE OUR RETIRED MILITARY. THEY HAVE MADE SO MANY SACRIFICES TO DEFEND LIBERTY AND HELP MAKE AMERICA THE GREATEST NATION ON EARTH. AS SUCH, WE ARE BOUND TO SAFEGUARD OUR VETERANS AS WE PROMISED. ROBERT LETSKUS (ARMY), ALSO ON THE COVER, IS BUT ONE RESIDENT WHO RECEIVES SKILLED THERAPY AND MINDFUL CARE AT AFRH. 'PERSON-CENTERED CARE' IS HELPING ROBERT EXPERIENCE MEANINGFUL LIVING, SO HE MAY TRULY ENJOY THE FREEDOMS THAT HE HELPED FORGE. LIKE THE EAGLE SCULPTURE, ROBERT IS A PROUD LEGACY OF OUR NATION'S ENDURING FIGHT FOR FREEDOM.

### VISION:

A retirement community committed to excellence, fostering independence, vitality and wellness for veterans, making it a vibrant place in which to live, work and thrive.

### MISSION:

To fulfill our nation's commitment to its veterans by providing a premier retirement community with exceptional residential care and extensive support services.

### GUIDING PRINCIPLES:

#### Person-centered

'Person-centered Care' is defined as the careful manner in which resident needs are considered while developing responsive plans of care and delivering meaningful services.

#### Accountability

We expect our workforce to achieve what we promise to residents, staff and service partners. To ensure success, we measure progress and provide feedback to our customers.

#### Integrity

We will strongly uphold the mission of AFRH. We are honest and ethical and deliver on our commitments. We recognize that good ethical decisions require individual responsibility enriched by collaborative efforts.

#### One Vision / One Mission / One Organization

Success depends on our devotion to an unwavering vision and mission. Working together in different locations, under various managers and leaders, we maintain a distinct focus to serve our residents. We collaborate and respond in a unified and single voice.

#### Workforce Growth

We strive to hire and retain the most qualified people. We maximize their success through training and development as well as maintaining and promoting open communication.

#### Honor Heritage

We honor the rich history of the US Armed Forces – from our Veterans to our victories. As such, our campus reflects that military heritage with memorabilia and tributes.

#### Inspire Excellence

We continuously work to improve each process, service and its delivery, while striving for excellence in all we do. We expect excellence and reward it.

*The FY12 Performance and Accountability Report (PAR) is published by the Armed Forces Retirement Home (AFRH), Office of the Chief Financial Officer (CFO). An electronic version is available online **PAR 12** at [www.afrh.gov/afrh/about/par/afrhentirepar12.pdf](http://www.afrh.gov/afrh/about/par/afrhentirepar12.pdf).*



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# INTRODUCTION

THE COO MESSAGE

STRENGTHENING RESIDENT RELATIONS

A CARING LEGACY

OUR RECENT EVOLUTION

2012 AGENCY HIGHPOINTS

OUR FASCINATING PEOPLE

MANAGING HURRICANE ISAAC

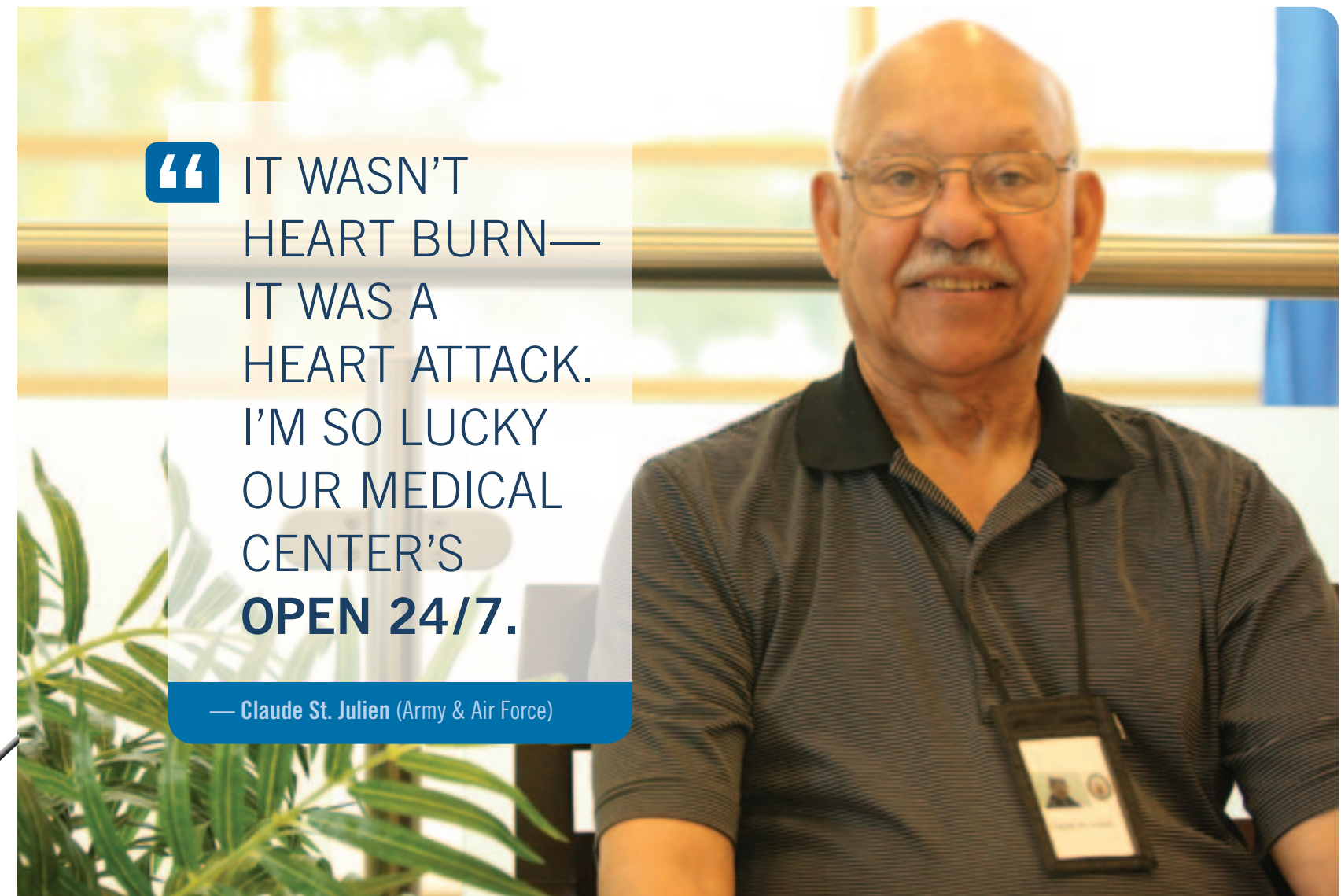
THE AFRH OVERVIEW

2012 PAR INTRODUCTION



“ IT WASN’T  
HEART BURN—  
IT WAS A  
HEART ATTACK.  
I’M SO LUCKY  
OUR MEDICAL  
CENTER’S  
**OPEN 24/7.**

— Claude St. Julien (Army & Air Force)



**C**laude grew up in Lafayette, LA in a military family. Fishing was king. He spent two years in the Army and 24 years in the Air Force. He came to AFRH in January, 2011.

A few months after arriving, Claude thought he had bad heartburn. However, the doctor at AFRH-G took an EKG and discovered he had actually just had a heart attack. He was immediately sent to Ocean Springs Hospital and had surgery the very next day. “The doctor at the Home reacted quickly and sent me to the right place.”

Now, Claude feels great, has more energy, walks a mile each morning, and still fishes. “This area is home to me and I can fish, which I love. It’s wonderful.”

He’s excited for his 80th birthday party in Louisiana next year. “My grandson’s bringing his jazz band.” Claude is so grateful to the Home’s wonderful medical staff for keeping him healthy so he can enjoy that milestone event.



# DEVOTED ENDEAVORS

I AM HONORED TO REPORT THAT THE AFRH IS MAKING REMARKABLE PROGRESS ON A NUMBER OF FRONTS. THIS AGENCY IS EVOLVING INTO A CONTEMPORARY CENTER FOR RETIREMENT LIVING. WE ARE MAKING GREAT STRIDES ON NEW CONSTRUCTION IN WASHINGTON AND IMPROVEMENTS IN GULFPORT. PLUS, OUR STAFF IS HELPING THE HOME ACHIEVE TOP PERFORMANCE AND FINANCIAL GOALS. IN FACT, MANAGEMENT IS PROUD TO EARN ITS 8TH CONSECUTIVE 'UNQUALIFIED AUDIT OPINION' FOR FY12.

As always, the AFRH mission is to provide a premier retirement community with exceptional residential care and extensive support services. Now, more than ever, that mission is being fulfilled each and every day. Best of all, our team is always striving to reach higher.

## ENTERING A NEW ERA

A top priority is modernizing the AFRH. We are now evolving into a 21st Century retirement home by embracing the new philosophy in senior living called Person-centered Care (PCC). Healthcare residences in both communities were designed to support this concept with 'small house' living areas. Also, Dining Services has undergone a transformation to a PCC delivery model.



The key to success: management has carefully educated the staff on what 'person-centered' means and how to provide it.

Also, staff and contractors are undergoing great culture change. Still, we have more good work to do.

## BROADENING OUR ACHIEVEMENTS

When we launched the Strategic Plan for FY11-15, management focused on four priorities: Residents, Staff, Stewardship, and Stakeholders. In FY11, we made great strides on most objectives. For instance, the new AFRH-Gulfport (AFRH-G) welcomed its 500th resident. The Scott Project in Washington is halfway to completion and slated to open in February 2013. The landmark Sherman Building is being restored after serious earthquake damage thanks to emergency Congressional funding. Plus, we are improving our residences, sprucing the landscape, enhancing services, upgrading amenities, creating environmental efficiencies, and restoring landmarks.

The residents and staff are actively pursuing more community involvement, too. In the past, AFRH-Washington (AFRH-W) was open to the public as a park where friends and neighbors mingled alongside residents. But policy changes in the 1950s restricted access to our grounds. Today we're renewing efforts to strengthen relations with Washington's Petworth residents and Gulfport's townsfolk. Now hundreds of neighbors are coming to events on both campuses. We eagerly welcome neighbors, friends, and families to car shows, Veterans' Day festivities, 4th of July celebrations, and more.

Yet our efforts with staff were not as aggressive and fewer achievements were evident. So, in May 2012 we regrouped and pulled managers together to make the AFRH more staff-centered. We formed new teams and developed new actions to address the staff's needs—from personal education and skills training to flexible working schedules and increased personal recognition.

## OVERCOMING NEW OBSTACLES

In FY12, we received CARF / CCAC<sup>1</sup> accreditation on both campuses: a first for AFRH-Gulfport (AFRH-G). At year's end, we underwent a DoD IG<sup>2</sup> inspection, another first for AFRH-G. Our seasoned AFRH-W staff generously lent their time and expertise to guide new AFRH-G staff through the inspection process. They were commended for their efforts. Now, recommendations from both inspections are helping us fine-tune all efforts.

Another obstacle arose: Hurricane Isaac blew through Gulfport in August. The last one (Katrina in 2005) destroyed AFRH-G and caused us to vacate it for five years. This year we held a complete hurricane preparedness exercise in June. By August, we were ready and able to handle Isaac. The residents and staff performed remarkably well, and this modern facility only sustained minor damage.

Moreover, we successfully fine-tuned our dining contracts, custodial services, maintenance staff, and grounds keeping. These areas were all assessed and enhanced to be more person-centered and to conform to our new operating model. We experienced some internal staff issues, but they were dealt with swiftly and effectively.

Other victories in FY12 include receiving the AFRH Advisory Council's first report on our activities and achieving LEED<sup>3</sup> Gold status at AFRH-G. We are now pursuing LEED Gold certification for the new Scott Building at AFRH-W, which opens in early 2013.

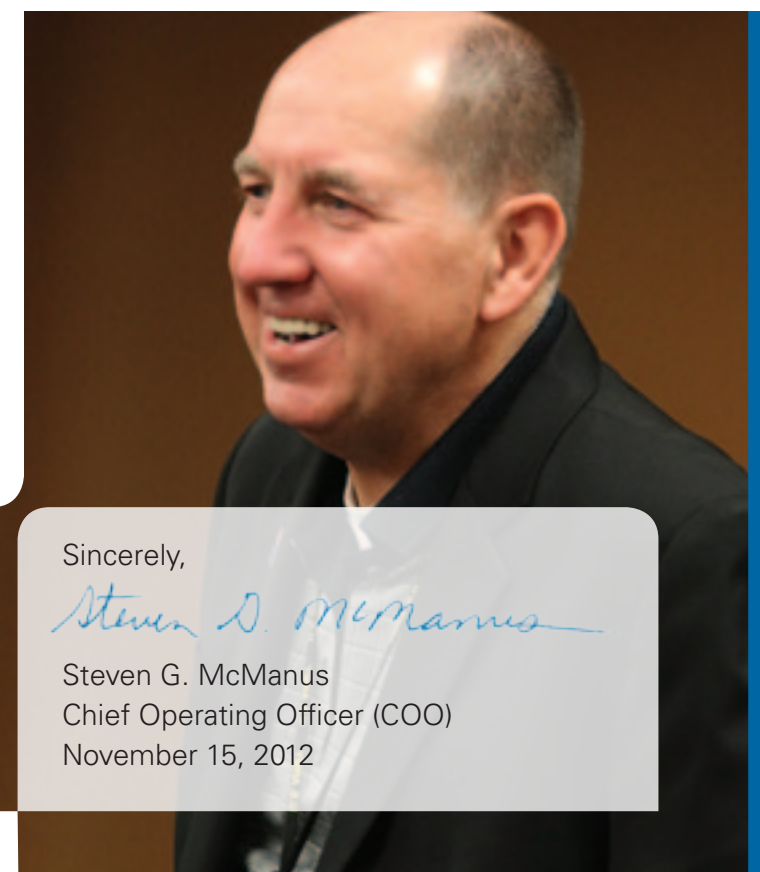
## CONQUERING MAJOR CHALLENGES

Several entities such as CARF, DoD IG, and the AFRH IG identified key issues for us to spearhead. Overwhelmingly, all three have given us high marks. Yet the DoD IG recommended we focus on enhancing policy, credentialing, and safety. We are proud of AFRH-G for passing inspections and thriving during an emergency weather condition—all under the guidance of a new Administrator.

Despite these victories, we must remain vigilant. We must keep our sights set on Washington construction and renovations to ensure those projects stay on schedule and within budget. Also we must ensure the new Scott achieves and maintains LEED Gold. Finally, our plans to enhance staff experience must be carefully monitored to ensure that we make good progress.

## SAFEGUARDING NEW GENERATIONS

The AFRH staff and I look forward to another exciting year of progress. Our transformation of AFRH-W is now becoming a reality, and the new AFRH-G has emerged as a vibrant and engaging home for veterans. In fact, it now stands as a model for all retirement homes to emulate. Simply put, the AFRH delivers *Mindful care, Meaningful living*.



Sincerely,

Steven G. McManus  
Chief Operating Officer (COO)  
November 15, 2012

<sup>1</sup> Commission on Accreditation of Rehabilitation Facilities and the Continuing Care Accreditation Commission

<sup>2</sup> Department of Defense Inspector General

<sup>3</sup> Leadership in Energy and Environmental Design



# ATTENTIVE DEEDS

RECENTLY AFRH MANAGEMENT IDENTIFIED SEVERAL NEW RETIREMENT TRENDS THAT HAVE SHAPED OUR NEW PHILOSOPHY OF PERSON-CENTERED CARE (PCC). HERE, THE STAFF WORKS HARD TO FULFILL EACH RESIDENT'S PERSONAL NEEDS IN A CAREFUL, SUPPORTIVE MANNER WHILE DEVELOPING A UNIQUE PLAN OF CARE. THIS APPROACH HELPS US DELIVER MEANINGFUL SERVICES THAT ARE TAILORED TO EACH INDIVIDUAL.

For PCC to be effective, everyone must identify and understand each resident's individual needs and listen carefully to their expressed wishes. Then, negotiation between the resident and staff will yield smart options. Realistic actions will be taken within the scope of our vast resources and capabilities. Ultimately, each resident actively charts and guides his or her own life.

The AFRH has made great strides in PCC via renovations and new construction. The 'small house' concept in the new Gulfport facility helps the staff provide more individual attention. Likewise, the new Scott Building in Washington will also share a similar design and philosophy.

In FY12, the AFRH expanded its capabilities in staff training and resident dining. The AFRH Chief Human Capital Officer (CHCO) launched a training program for each employee on PCC. Nearly every employee took part in exercises to explore his or her own resident-staff interactions and strategized

ways to make those relationships more person-centered. One staff member, after reflection, pointed out that participating in staff celebrations was very person-centered. Indeed.

After a long, in-depth study of Dining Services, the AFRH has decided to adopt a much more person-centered process in food service.



One resident who received his first breakfast custom-made to his specifications remarked that it was the best moment of his life so far at the AFRH. Such resident joy has bolstered staff enthusiasm. And it is proof positive that we are delivering PCC in meaningful ways.

PCC CORE VALUES:

CHOICE

DIGNITY

RESPECT

SELF-DETERMINATION

PURPOSEFUL LIVING



PERSON-CENTERED CARE (PCC) IS A JOURNEY. [GIVEN ITS] PREPARATION AND PLANNING, THE AFRH WILL BE A LEADER IN PCC.



THE RESIDENT IS THE EXPERT REGARDING HIS OR HER LIFE. IT IS VERY EVIDENT THERE IS A STRONG RELATIONSHIP BETWEEN [AFRH] STAFF AND RESIDENTS.

— AFRH CARF / CCAC Accreditation Report (Fall 2011)



# FAITHFUL DEVOTION

IN THE PREAMBLE TO THE US CONSTITUTION, OUR FOUNDING FATHERS AGREED TO “PROVIDE FOR THE COMMON DEFENSE” AND “PROMOTE THE GENERAL WELFARE” OF THIS NEW NATION. THAT BOLD IDEA SPARKED OUR MILITARY LEADERS TO SAFEGUARD THEIR BATTLE-WEARY MEMBERS AT THE COMPLETION OF SERVICE. THEY ARGUED: THE RISK AND SACRIFICE OF SERVICE MERITED SHELTER AND CARE LATER ON IN LIFE.



The US Army also sought to shelter its aging warriors. By **1851** a consensus was built to fund a Soldiers' Home in Washington, DC by using reparations from the Mexican War. This Home began in a rustic countryside home, which is now President Lincoln's Cottage, a National Landmark.



In **1811** the US Navy convinced Congress to pass legislation to create a Home in Philadelphia “for destitute Navy sailors and Marines.” An interim Naval Hospital opened for three years until the permanent Naval Asylum could be completed and opened in **1834**. And a legacy was born.



US Naval Asylum

Both Homes provided the prevailing care of old-folks homes of the 19th Century. Occupants of both homes were called ‘inmates’. They were all required to wear a uniform. They were not permitted to leave the grounds. And they were expected to work to offset operational costs. As such, The Naval Home had light duty jobs in machine shops, and The Soldier's Home had a 300-acre farm so inmates could cultivate food and remain self-sufficient.

*We the People*





In **1900**, many administrators believed that large institutions were the most efficient way to care for the poor, sick, and elderly. This model bore an eerie resemblance to factories of the industrial age, which quartered thousands. Inmates slept in large dormitories where beds were neatly organized into rows. Reveille and chowtime were held at set hours. And meals were efficiently served at long tables in mess halls.

As the decades passed, there was a dramatic increase in longevity. From 1900 to 1930 the average life expectancy rose by 10 years. And from 1930 to 1990 it increased another 15 years. In turn, both Homes evolved not only to satisfy inmates' physical requirements but their spiritual, educational, and recreational pursuits as well.

The true 'age of leisure' in retirement was born after World War II. By **1950**, the Soldiers' Home sold its last herd of cattle and transformed its grazing pastures into a nine-hole golf course. Similarly, in **1976**, the Naval Home moved to Gulfport, MS and launched a retirement center with a range of senior activities along the beach.



THERE IS NO GREATER ACCOLADE THAN THE TITLE OF 'VETERAN'. IN WAR OR PEACE, THE LEGACY OF ONE'S SERVICE IS VALOR, DUTY, AND SACRIFICE.

— Steve McManus, COO



# DUTIFUL PURSUITS

IN **1991**, BOTH UNIQUE HOMES MERGED TO IMPROVE SERVICE AND UNITY. THE TWO ENTITIES BECAME ONE MODERN CONTINUING CARE RETIREMENT COMMUNITY (CCRC): THE AFRH. LARGE, DORM-STYLE ROOMS AND SHARED TOILETS WERE REPLACED WITH PRIVATE ROOMS AND PERSONAL BATHS. MOREOVER THE FACILITIES WERE UPGRADED WITH MODERN AMENITIES AND MORE RECREATIONAL PROGRAMS WERE INTRODUCED.

Yet, remnants of the 'good ole days' were still evident: dining was still held in large cafeterias, and strict schedules that catered to staff availability endured. Nonetheless, newfound longevity among seniors dictated better medical and long-term care—which in turn required larger operating budgets.

In the **21st Century**, the AFRH created the position of COO and adopted a modern business management model. The health and wellness philosophy of aging became the driving vision at the AFRH. Regimens were replaced with tailored activities, modern amenities, and dynamic care levels.

In **2005**, Hurricane Katrina destroyed the Gulfport building. Shortly after, Congress appropriated funds to build a new facility capable of withstanding the impacts of a Category 4 hurricane. This upgrade opened the door to construct a new building in Washington that will also feature intimate living spaces and modern long-term care services.



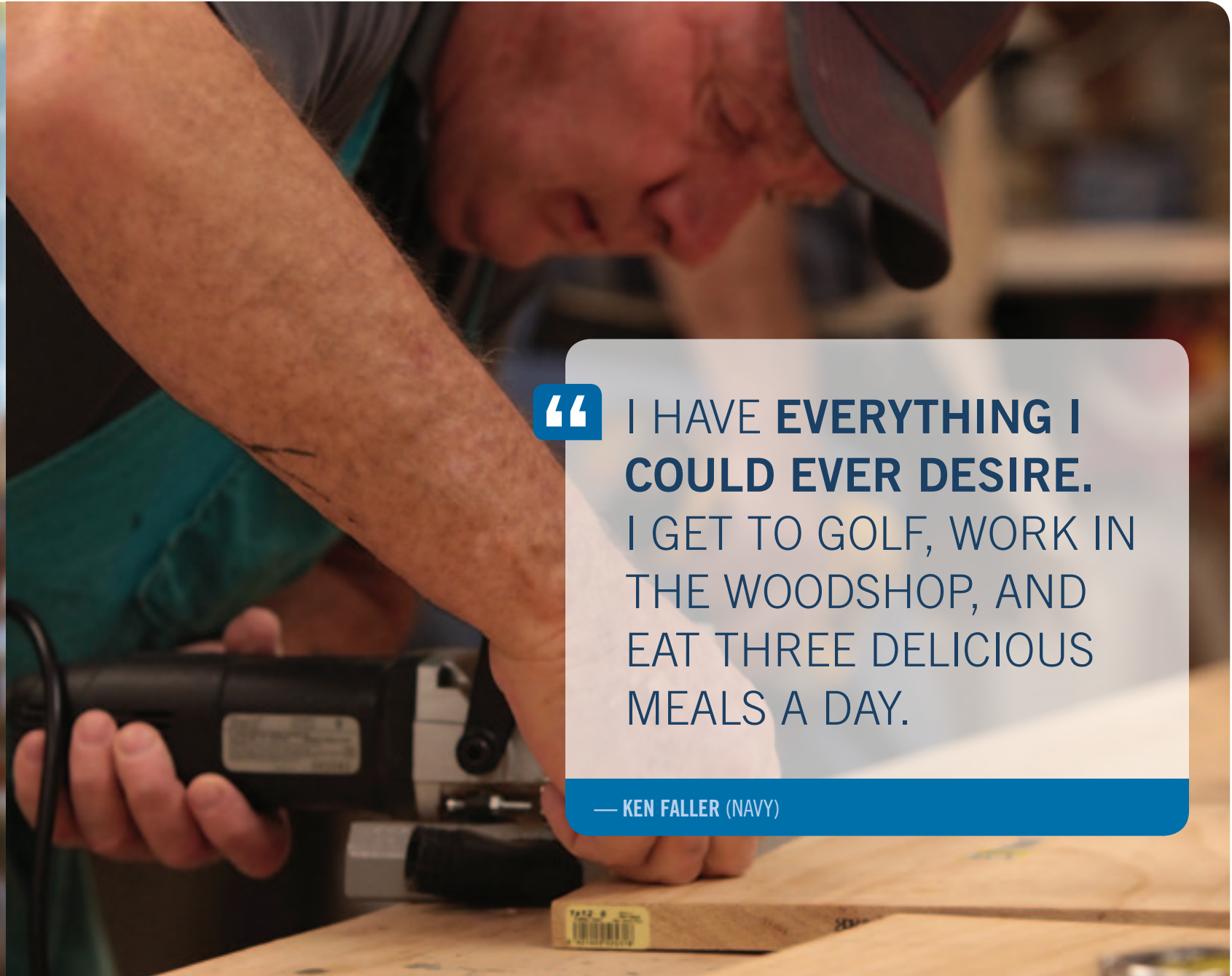
By **2013**, both Homes will offer veterans larger rooms, stimulating activities, and renewed pride.



THE EXERCISES ARE VERY EFFECTIVE.  
I DO THEM TWICE A WEEK.

— Cecil Sherman (Air Force)





“

I LOVE NURTURING THE MANY  
TALENTED ARTISTS HERE.

— Lori Thompson (Art Instructor)

To accurately reflect our evolving care, the AFRH recently shifted its agency accreditation to a more comprehensive body: CARF / CCAC. And, finally, management channeled new resources to create a more person-centered organization that is on par with the best CCRCs in America.

All told, both facilities have been the home of thousands of former military men and women. They all came to us in response to the *Promise* our early leaders made in 1811. **Today**, we strive for mindful care and meaningful living, and our service is much more personal. If our forefathers could see the Home today, they would certainly be amazed.

“

I HAVE **EVERYTHING I  
COULD EVER DESIRE.**  
I GET TO GOLF, WORK IN  
THE WOODSHOP, AND  
EAT THREE DELICIOUS  
MEALS A DAY.

— KEN FALLER (NAVY)



COO McManus and  
AFRH business partners  
break ground on the  
Scott Building Nov. 3rd.



**K**en served 23 years in the Navy and spent 13 of them working on submarines in many different capacities. He had two tours in Vietnam and even taught submarine school. He came to AFRH-W in 2009: “I was born and raised here, so this atmosphere is right up my alley.”

Daily golfing is one of Ken’s favorite things here. He also devotes much time to managing the wood shop and is hand-carving signposts for the golf course. Ken began woodworking at

age 16, and he continued it throughout his Naval career and beyond. “I never dreamed I would have a woodshop to myself, but here it is.”

Ken helps residents in need by building trays for their walkers, bookshelves for their rooms, and nearly anything asked of him. He also assists fellow residents by driving them where they need to go. Kindness comes naturally to Ken, as he believes that someday it will come back to him. “What goes around comes around.”



# ASTUTE TRIUMPHS



'Campaign to Conserve', an agency-wide green initiative, is launched in the spring.

## AGENCY-WIDE

- » AFRH-G & AFRH-W earn 5-year CARF Accreditation
- » AFRH earns 8th consecutive "Unqualified Audit Opinion"
- » Dual campus "Room Swap" Program begins
- » Community outreach expands (volunteering, cookouts & military birthdays)
- » CIP is updated; Master Landscape & Strategic Sustainability Plans added
- » AFRH Advisory Council Report for 2011 is presented to management
- » AFRH Strategy is refocused to expand initiatives in Staff & Stewardship
- » Capital Improvement Projects advance according to the schedule
- » Renewable energy assessments are completed successfully



Work begins on buildings erected in three different centuries at AFRH-W: Sherman (19th century), Sheridan (20th century) & Scott (21st century).



GULFPORT COMMUNITY

- » One-year anniversary of the new complex is celebrated
- » Our 500th AFRH-G resident is welcomed: Leslie Crawshaw (Marines)
- » 1st CARF inspection is conducted; 5-year Accreditation is earned
- » Prestigious 'LEED Gold Certification' for green buildings is awarded
- » Residents honor staff with 'A Family Affair' (a first in AFRH history)
- » CIP Key Projects are Completed:
  - Outdoor smoking shack
  - Fiddlers' Green entrance
  - Repeaters for cell phones
  - Business Center build out



New Scott: On time & within budget.

WASHINGTON COMMUNITY

- » New 'Friends of the Soldiers' Home' (community partners) show support:
  - 400 neighbors volunteer on Veterans Day weekend
  - Hundreds show support at Memorial Day celebration
  - 1500 attend our festive July 4th celebration
- » Federal funding for 2011 earthquake damage is received
- » Construction begins to restore landmark 1857 Sherman Building
- » Management & staff earn coveted 5-year CARF Accreditation
- » Dining Study is conducted to enhance Person-centered Care
- » New Concept for Dining Operations is born from study



- » CIP Key Projects now in progress:
  - Scott Building Replacement
  - Sherman-Scott Sidewalk Realignment
  - Sheridan Exterior Renovations for Assisted Living (AL)
  - New Sheridan Building Elevators
  - Quarters Interior Renovations & Remodeling
  - Sherman Building Earthquake Recovery
  - Quarters Exterior Wood & Porch Repairs
  - Eagle Gate Renovation Engagement
  - Sheridan Interior Renovations for AL





# WONDERFUL FEATS



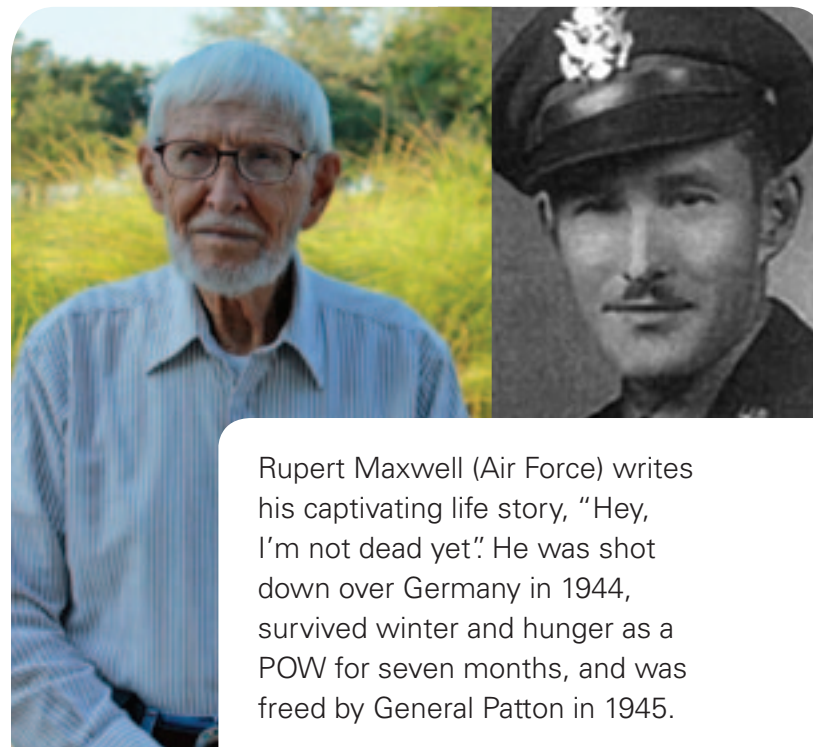
Pensioners from Royal Hospital Chelsea (our London counterparts) visit AFRH-W.



Minoru Nagaoka (Army) is awarded the Congressional Gold Medal—the highest civilian honor from Congress—for service in Military Intelligence and the 100th Infantry Battalion, 442nd Regimental Combat Team.



Christmas Bell Ringers perform with bells, a harp, and an Irish Tin Whistle. Laura Slack, Susan Bergman, Libby Murr, and Dr. TerriThames planned this holiday concert for Valor Hall residents.



Rupert Maxwell (Air Force) writes his captivating life story, "Hey, I'm not dead yet." He was shot down over Germany in 1944, survived winter and hunger as a POW for seven months, and was freed by General Patton in 1945.

The AFRH honors Ed 'Walking Man' Crump (Air Force) for walking 38,000 miles over nine years. He has walked in nearly every state and took 8th place in the 1500 Meter Race Walk in the 2011 National Senior Olympics.



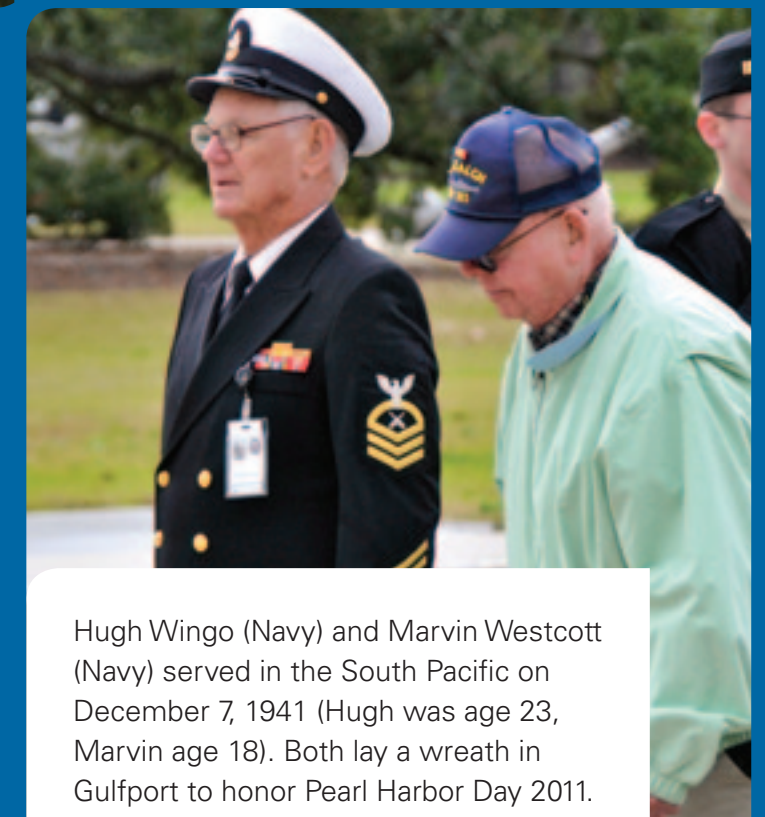
Andrew Berlin (Army) celebrates his 100th birthday with close family and fellow AFRH-W residents.



P.J. Johnson (Air Force) wins 3rd place in the national Creative Woodworking Competition for Veterans.



Thanks to conscientious residents and staff, AFRH-G has a successful recycling program. In July 2012 they recycled 1.5 tons of paper and 2.33 tons of cardboard that would have gone to a landfill.

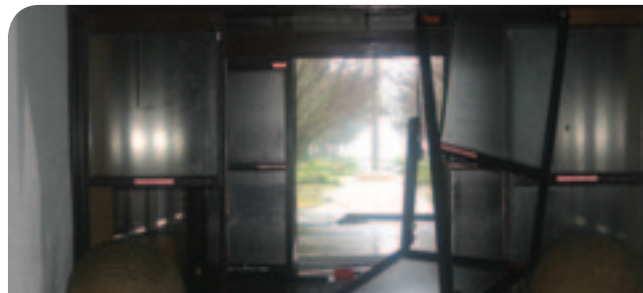


Hugh Wingo (Navy) and Marvin Westcott (Navy) served in the South Pacific on December 7, 1941 (Hugh was age 23, Marvin age 18). Both lay a wreath in Gulfport to honor Pearl Harbor Day 2011.



# WATCHFUL PREPARATIONS

THIS PAST SUMMER, HURRICANE ISAAC BLEW THROUGH AFRH-GULFPORT NEARLY SEVEN YEARS TO THE DAY AFTER HURRICANE KATRINA DESTROYED THE OLD AFRH-G BUILDING. ISAAC STRUCK THE GULF COAST ON THE EVENING OF AUGUST 28, 2012. THAT IS JUST ABOUT 12 HOURS SHY OF EXACTLY SEVEN YEARS SINCE HURRICANE KATRINA SLAMMED GULFPORT IN THE EARLY MORNING HOURS OF AUGUST 29, 2005.

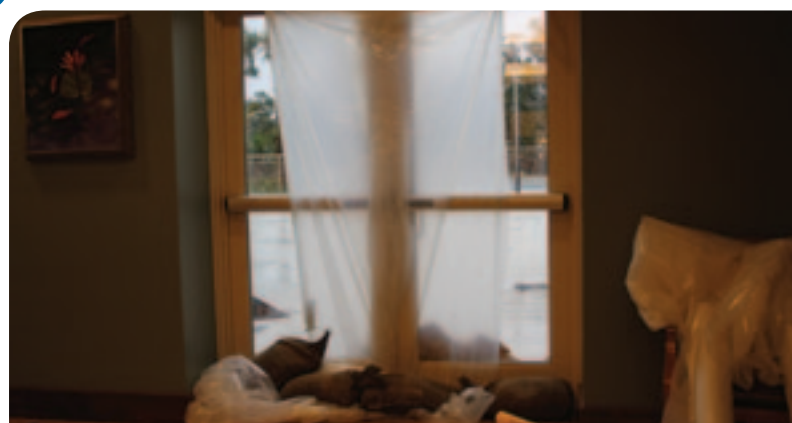


Flashback: August 30, 2005. Hurricane Katrina blasts the front door open.

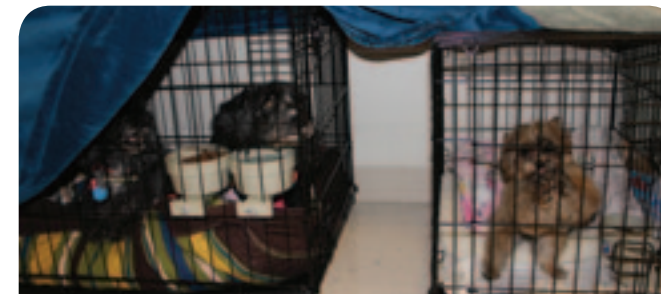
Isaac was a slow-moving tropical cyclone at first. But, it ultimately reached hurricane strength as a Category 1 storm. Katrina, in vivid contrast, made landfall as a Category 3 hurricane. That violent storm from 2005 caused the Gulfport facility to be evacuated, and left severe damage in its wake. This resulted in the closure of AFRH-G for almost five years.

“WE WERE PREPARED. AFTER OUR JUNE EMERGENCY EXERCISE WE KNEW WHAT TO DO.

— **Chuck Dickerson** (AFRH-G Administrator)



Bracing for Hurricane Isaac called for sandbags to be placed around the doors.



Staff, family, and pets were in lockdown so work and resident activities could continue.

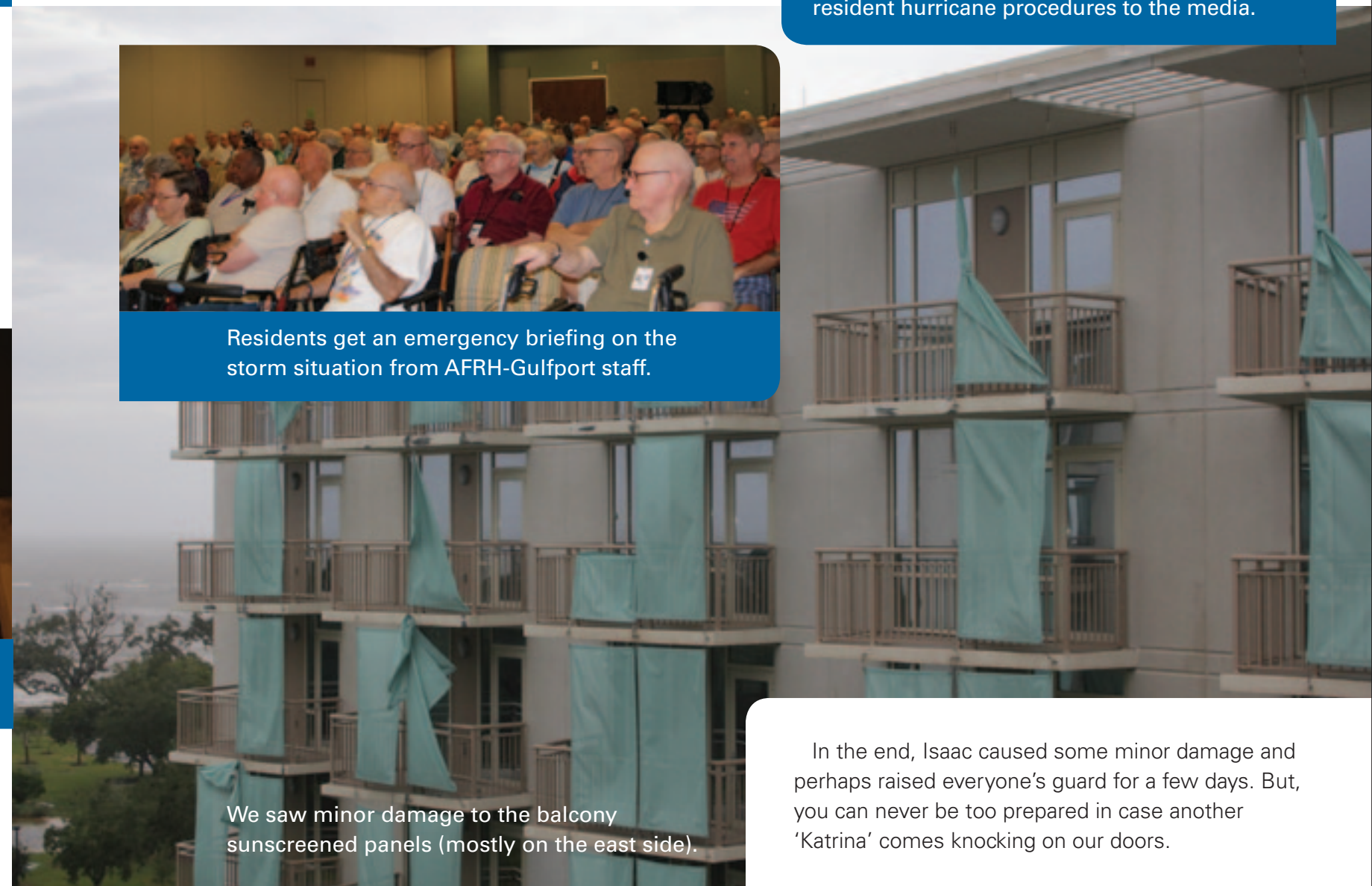
This time around, we were much more prepared. The new AFRH emergency exercises and hurricane procedures helped the Gulfport community rally into action. In the end, Isaac gave the Gulfport staff and residents a great opportunity to test their mettle in disaster preparedness. Plus, it gave our new building a chance to showcase its abilities to withstand the effects of a major storm.



AFRH-G Administrator Chuck Dickerson explains resident hurricane procedures to the media.



Residents get an emergency briefing on the storm situation from AFRH-Gulfport staff.



We saw minor damage to the balcony sunscreened panels (mostly on the east side).

In the end, Isaac caused some minor damage and perhaps raised everyone's guard for a few days. But, you can never be too prepared in case another 'Katrina' comes knocking on our doors.



# INSIGHTFUL CONSIDERATIONS

## FEDERAL AUTHORITY:

AFRH Act of 1991, Public Law 101-510  
(as amended in 1993, 2001, 2006, 2008, 2010, 2011)

## CURRENT LOCATIONS:

Beach Drive, Gulfport, MS (47 acres)  
N. Capitol Street NW, Washington, DC (272 acres)

## ORGANIZATION:

AFRH Corporate Headquarters in Washington, DC manages  
two AFRH Communities:  
AFRH-Gulfport  
AFRH-Washington

## RESIDENT CAPACITY:

Gulfport, MS: 584

Washington, DC: 568

**AVERAGE RESIDENT:** 82 Years Old

## MAIN FUNDING:

Congressional Authorizations from a Government-held Trust Fund  
fed by Resident Fees, Active Enlisted Military Withheld Pay,  
Fines & Forfeitures, and Investment Income

**TRUST FUND BALANCE:** \$115 Million

## GENERAL SERVICES:

- » Private Rooms & Showers
- » Medical, Dental & Vision Care
- » Dining Facilities
- » Senior Activities & Programs
- » Recreational Activities
- » Shuttle & Public Transportation
- » Independent Living
- » Independent Living Plus
- » Assisted Living
- » Memory Support Day Care
- » Long Term Care

## MAJOR AMENITIES:

- » Fitness Center
- » Walking & Biking Trails
- » Life Trail Course (AFRH-W)
- » 9-hole Golf Course (AFRH-W)
- » Fish Ponds (AFRH-W)
- » Swimming Pool (AFRH-G)
- » Waterfront Walkway (AFRH-G)
- » Bowling Centers
- » Hobby Shops
- » Computer Centers
- » Entertainment Theaters
- » Staffed Libraries



# MINDFUL CARE MEANINGFUL LIVING

AT THE AFRH, EVERYTHING WE DO INVOLVES CAREFUL CONSIDERATION OF THE NEEDS OF THE RESIDENTS. EACH ACTION SHAPES THEIR WELLBEING—FROM STRATEGIC PLANNING AND PROGRAM DESIGN TO DAILY OPERATIONS AND PLANS OF CARE. EACH DETAIL NURTURES THE PHYSICAL, EMOTIONAL, AND SPIRITUAL LIFE OF AMERICA'S DEFENDERS. THE END RESULT: MEANINGFUL LIVING AND A REWARDING RETIREMENT.

In the inaugural year of the new AFRH Strategic Plan for FY11-15<sup>4</sup> a strong emphasis was placed on personalizing resident care. All resident activities and services embraced our new philosophy of PCC. Likewise, staff training and capital improvement targets also support this movement. We even began to include External Stakeholders in our special events and service offerings to reinforce our new brand of personalized care. Realizing PCC depends upon staff buy-in and support. Fortunately the AFRH has positive employees who care to make a difference in the lives of those we now serve.

One early victory was evolving Dining Services so that residents could have more flexibility to eat what and when they choose (as opposed to set menus and times). In this new culture we are conforming to the residents' preferences. This culture shift is working in dining—and it can become a model for other services like scheduling health & wellness appointments, performing rehabilitation, and conducting recreation. We have just begun this bold new enterprise—which will make the AFRH more of a home and less of an institution.

Our goal is to expand our current vision of PCC Agency-wide. When the entire AFRH organization is motivated to revolve around the residents' needs, the residents in turn will feel nurtured and cared for as individuals. Then they will truly feel 'at home'

Specifically, our culture change aims to provide services and create environments that promote:

- » Enhanced Dignity
- » Improved Privacy
- » Personal Choice
- » Stronger Autonomy
- » Overall Wellbeing
- » Feelings of Control
- » Daily Pleasure, and
- » Quality of Life

Beyond great strides in our programs and service, we've also made progress in capital improvements. Ongoing projects on both campuses are coming along splendidly. All are on time and within budget. Recently we began actively engaging residents and staff to create 'action plans' for the new Scott Building transition in Washington since we plan to move into the new building in February 2013.

FY12 was certainly a year of new thinking and unique creativity for the residents and staff. Mindful Care from our staff and volunteers is truly producing Meaningful Living for the residents. As you read on you will see joy in people's faces and glean happiness from the resident stories in this book.

Each year US Federal agencies are required<sup>5</sup> to report performance to Congress and the public in the PAR. We share insight into the Home's rich heritage and lively community while explaining the relationship between our objectives, the costs, and our results. Further, we illustrate how we protect and manage the AFRH Trust Fund. Finally, we demonstrate how those funds will continue to provide the best possible retirement for eligible residents.

This PAR covers events from Oct 1, 2011 – Sep 30, 2012. It has four parts that outline how the AFRH is succeeding and how our efforts benefit those who served America. Their dedicated sacrifices, combined with their payroll contributions to the AFRH, have earned them a special place to call 'home'.

The Agency is delighted to report that America's veterans are receiving a superior retirement.

## THIS PAR HAS FOUR VITAL PARTS:

1

**MANAGEMENT'S DISCUSSION AND ANALYSIS (MD&A):** a summary of the AFRH performance and financial status, achievements and challenges, plus compliance with essential legal requirements.

2

**PERFORMANCE:** a detailed outline of the AFRH Goals and Objectives. It cites our achievements and shortfalls, plus it outlines results from our second year of following Key Strategic Performance Goals.

3

**FINANCIAL:** summaries and details on all fiscal matters such as the financial statements, audit opinion, disclosures, and notes regarding AFRH fiduciary activities over the past fiscal year.

4

**ACCOMPANYING INFO:** a summary of the entire PAR that includes the IG Statement, management challenges, improper payments, acronyms, and management's special thanks.

AFRH employees & contractors prepared this report per Federal guidelines.

<sup>4</sup> [www.afrh.gov/afrh/about/strategic2011-2015.pdf](http://www.afrh.gov/afrh/about/strategic2011-2015.pdf)

<sup>5</sup> The Accountability of Tax Dollars Act of 2002

The Federal Management Information Security Act of 1998

The Federal Financial Management Improvement Act of 1996

The Government Management Reform Act of 1994

The Government Performance and Results Act of 1993

The Government Performance and Results Modernization Act of 2010

The Chief Financial Officers Act of 1990

The Federal Managers Financial Integrity Act of 1982, and

The Inspector General Act of 1978